



## “To Have a Vision”

Have you a vision for the future?

Great leaders have vision.

To be a visionary, a leader need have nothing more than a clear vision of the future. It can be a difficult task in communicating that vision with clarity and passion in order to motivate and inspire people to take action.

A visionary leader who clearly and passionately communicates his or her vision can motivate people to act with passion and purpose, thereby ensuring that everyone is working toward a common goal.

A vision doesn't have to be complicated. Whatever your organisational vision is, it is important to keep moving forward.

*“In order to take the organisation to the highest possible level, leaders must engage their people with a compelling and tangible vision”* said Warren Bennis, Professor of Business Administration at the University of Southern California's School of Business.

So how do you progress towards your organisations vision?

First of all, for every vision we set, we must go through a process to get there. It requires **passion**, something you believe in, something bigger than yourself; something you can hardly wait to get at.

You need to have **motivation**. Author Richard B. Edler said: *“Safe living generally makes for regrets later on... we found ourselves looking back longingly to that time when we should've chased our true dreams and talents for all they're worth.”*

You need to have **direction**, because vision simplifies decision making and brings what's important to the surface. Without clear vision it is easy to become distracted.

Finally you need to have a **purpose**, because a vision will allow you to have a sneak preview of things to come.

It is important to note that sometimes we refer to an organization having a vision statement. However, having a vision statement doesn't necessarily translate into action. Without action, an organization has a nicely framed statement on the wall but no forward motion.

So my question is: What is your vision? If you don't have a vision, it's time for you to get one!

**DCOSS's Vision:** *A strong and vibrant community.*

Alan Shanks  
Executive Officer DCOSS

November  
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FRONT PAGE

Forward From the  
Executive Officer  
Page 1

ARTICLES

What DCOSS does  
Pages 2 -3

Community  
Networks Aotearoa  
Members Hui  
Page 4

More Effective  
Social Services  
Pages 5-8

Legal Questions  
Page 9

BASE  
Pages 10-11

EVENTS

Community-Led  
Development  
Workshop  
Page 12

Dunedin  
Community  
Christmas Dinner  
Page 13

SERVICES

Member Benefits  
Page 14

Rothbury Insurance  
Page 15

BACK PAGE

Christmas Greeting

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## DUNEDIN COUNCIL OF SOCIAL SERVICES

*Helping communities help themselves*

*The community led groups of Dunedin make a considerable difference to all our lives. Whether an informal group or a constituted organisation DCOSS's job is to help them attain their visions.*

We do this through:

### Supporting organisations into existence

*Assisting groups and individuals to form into effective organisations*

Recent examples have been Visual Impairment Charitable Trust Aotearoa (NZ) and Dunedin Community Mediation Trust both started up to meet the needs these groups saw in our communities.

### Improving governance

*We work with Boards to help them work well together and deliver their visions*

Our role ranges from one off meetings to facilitation to longer term guidance. Corstorphine Hub and MS Otago are just two of the organisations we're working with right now.

### Building effective systems

*Guiding organisations facing difficult choices*

We share practical methods so organisations can make informed choices in systems, software and hardware. We recently completed an audit of IT at Otago Mental Health

Support Trust and were able to point out cost effective solutions that addressed risks and improved their working environment.

### Capability development

*Improving organisations ability to deliver effectively*

We have assisted 15 organisations through MSD funding and many more informally. We are now assisting organisations to deliver their Capability Improvement plans.

### Ensuring Sustainability

*Working with organisations to minimise costs and improve effectiveness*

Sustainability is more than having enough money, we help organisations consider their futures, develop their visions and make realistic progress towards their goals.

### Helping good things happen

*We use our skills and facilities to ensure people's good ideas come to fruition*

With the ability to answer the phone during working hours, take cash safely and share information widely we help make things happen. Examples include taking bookings for the Community Christmas Dinner and publicising and selling tickets for charity events.

## Improving communication

*We provide introductions, calendars, mailing lists and meeting spaces*

Organisations share in our discoveries and we in theirs. We are able to get information out to a wide cross section of the community and host regular meetings which allow knowledge to be shared, opinions to be aired and connections to be made. Our Consultations Unpacked meetings allow easy participation in consultation processes.

## Collaboration

*Everything we do is with at least one other group*

Without anyone else involved there's no point to what we do. Innovative projects include working with Volunteering

Otago to provide administrative support in exchange for accessible volunteering opportunities. We sit on several advisory groups and have ongoing collaborative projects with over a dozen organisations.

## Walking the talk

*We are a Non-profit dealing with the same issues as the groups we support*

We showcase good practice including providing volunteer opportunities, diversifying our income streams, accessing external support, working with others, ensuring cost-effectiveness and accessing in kind donations. Tindall Foundation's Capacity Building Project assisted us in considering our role and helped enshrine clear strategic priorities.



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## Community Networks Aotearoa MEMBERS' HUI

On the 15th and 16th of October Community Networks Aotearoa welcomed its members to Wellington for its biennial Hui. Forty delegates came from Auckland to Invercargill and as far away as the Chatham Islands for two days of interesting speakers, information sharing and valuable networking.

Unlike our sector-wide conference which takes place in alternate years, the Hui exists for our membership and all were surveyed earlier in the year to assist us to plan a meaningful and useful programme. The first day featured group discussions of the burning issues in our sector; a panel of experts talking about funding in its many forms and, an entertaining look at Governance from speaker Michael Macaulay.

A highlight of our second day followed our AGM, when we were joined by other colleagues and friends in the NGO sector to celebrate the fortieth birthday of our organisation. All enjoyed a delicious chocolate cake and morning tea complete with speeches and party poppers! The Hui concluded with our second keynote speaker,

journalist Dita de Boni, leaving the group with much food for thought and after lunch, delegates took their leave.

It was a pleasure for both the Executive Committee and the staff of CNA to have our members here in Wellington and we extend our heartfelt thanks to all participants – delegates, speakers, facilitators and the fabulous Sans Souci who performed at our dinner – for making this a memorable event. We look forward to seeing you all at our conference in 2016.





COMMUNITY NETWORKS AOTEAROA

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## Cut to the chase

# More effective social services

August 2015



Social services help New Zealanders to live healthy, safe and fulfilling lives. They provide access to health services, education and housing opportunities, and protect and support the most vulnerable in society. They are crucial, but also costly; the Government spends around \$34 billion each year on social services. It is very important that these services are as effective as possible.

The Government asked the Productivity Commission in June 2014 to look at ways to improve the effectiveness of the social services it funds. We spent 14 months investigating, and talked to people throughout the country and overseas. This Cut to the chase summarises our inquiry's findings and recommendations.

Social services are very broad. There are thousands of services involving many government agencies, thousands of providers and ultimately all New Zealanders as clients, at various times throughout their lives. This means it is challenging to make observations that apply everywhere – there is always an exception. But these exceptions do not prevent constructive analysis and discussion.

There are a lot of different ways to examine and categorise services, agencies, providers and clients. We considered many of them in our inquiry. We found two ways of looking at social services particularly useful – as a system, and in terms of four different types of clients.

### *Social services as a system – performing well but can do better*

From the perspective of someone in urgent need, details are not important. If the system recognises their needs and provides an effective service, then it is succeeding. If not, it has failed.

So is the social services system working? A lot of the people we talked to reported that the system was failing. However, many of them were only seeing the parts of the system that they deal with closely. Drawing on all of their input and experience, we judged that the system is doing a good job for many people, most of the time. But there is plenty of room for improvement at the system level.

- The people who need social services often find government processes confusing, overly directive and unhelpful. The system frequently treats them as passive recipients of services rather than active participants in improving their own lives.
- Social services providers find government processes wasteful and disconnected from the real-world problems they struggle with. Government agencies often do not pay service providers for the full cost of services, yet they expect full control over the details of service delivery.
- Despite the many reports that providers are required to submit, government agencies know too little about which services work well, which do not, and why. The system does not encourage providers to innovate, or to share and adopt successful innovations. The system misses many opportunities to intervene early and prevent small problems from becoming bigger.
- Social services are funded and delivered by administrative silos – separate agencies for health, education, justice, etc. Agencies often do not recognise the links between the outcomes they seek and those sought by other agencies. This fragmentation means no-one has visibility of the system as a whole and of its performance.



## *The system performs differently for different types of clients*

We found it useful to separate client characteristics into four broad groups. Each group faces a different situation in dealing with the system, and ideally needs a different response from the system. The complexity of their needs distinguishes clients – do they need a single service best delivered by a specialist agency (A and B in the figure) or a package of services from many sources (C and D)? Clients also differ in their capacity to understand and manage their own access to available services.

New Zealand's social services system is well suited for groups A and B, which is where the majority of clients are. The system needs to provide standardised services with consistent quality for the large numbers of people in groups A and B. Clients need information to make their own service choices (group B), and professional referrals to match them to the best service (group A). Despite some shortcomings, silos are an effective way of managing specialist services, with strong vertical accountability back to Parliament.

These same features mean that the system too often performs poorly for those in society with complex needs that span across silos (groups C and D). For these people, accessing the services they need, in the form that they want, and when they want, can be extremely difficult and frustrating. In those groups, the system needs to be able to deliver well-integrated services, tailored to the needs of individual clients and their families. The inability of silos to collaborate effectively means that too often these needs go unmet, opportunities for early intervention are missed and disadvantage endures. For taxpayers it often means the fiscal cost of the system escalates as people re-enter the system at a later date at more costly intervention points – such as emergency units and prisons. The human costs are extremely high for these clients, their children and wider society.

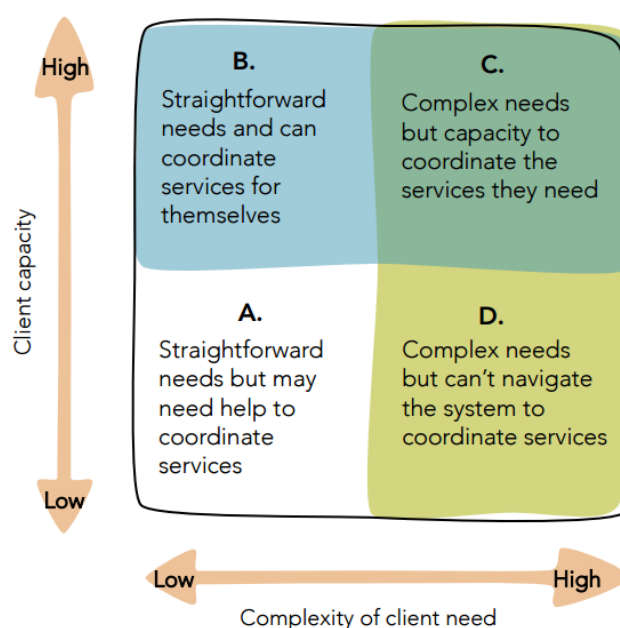
Group C clients should be empowered with more control over the services they need. Those who are less able to make decisions (group D) need support and a response tailored to their needs. It is these people – the most disadvantaged New Zealanders – who are the targets of a long succession of government initiatives. Yet effort remains fragmented and success elusive. It is time for a different approach.

## *A new deal for the most disadvantaged New Zealanders*

A relatively small proportion of people fall into group D, but they experience consistently poor results across health, education, welfare dependency and crime. This can create a cycle of disadvantage that persists across generations. This is unsatisfactory for all of us – those in need, those tasked with helping and New Zealand society generally. We have the opportunity to do better.

For these people and their families, just making the current system work better is not enough. They need an adaptive, client-centred approach to service design. They need “navigators” who can engage with them and their family, understand their situation and support them to access the services they need. Yet the current funding and delivery of services through administrative silos makes this difficult.

Navigator services work better if they, and agencies that commission services, have responsibility for improving outcomes for a defined population. Service decisions and a dedicated budget should be close to the clients and reflect their needs. Better information on navigator and provider performance, and clients' needs and outcomes, will be required to guide funding and service decisions.



The Government should assess and implement an appropriate model with the features required for successful integrated services targeted at the most disadvantaged. Whānau Ora is an important, but incomplete, step towards such a model. Our report outlines two candidate models with the required features – a Better Lives agency and District Health and Social Boards.

Implementing a new model will require a major shift in thinking and structures. It is both achievable and realistic, but putting it into practice will take time and persistence.

## Improving the social services system

### Empower the client

The social services system works well when people with the right information, incentive, capability and authority make decisions about service delivery. Whether their needs are straightforward (group B) or complex (group C), many clients, or their representatives, are best placed to make these decisions.

Social services are commonly contracted out or provided in-house. As a result, clients have too few choices around what the service is, who delivers it, or when, where and how it is delivered. Choice and control give clients a way to experiment with different services. Providers innovate and adapt their services to fit what clients want. Most clients experience an increased level of satisfaction after receiving choice and control over service delivery.

For group B clients, choice is common in education and parts of health. But New Zealand has few examples of empowering group C clients to make choices about service delivery. Individualised Funding for disability services is one exception. Client choice should be extended in disability support, drawing on the lessons from Enabling Good Lives. The Government should investigate extending client choice to other types of services such as home-based support of older people, respite services, some family services, and drug and alcohol rehabilitation services.

### Improve commissioning and contracting

Effective commissioning is fundamental to well-functioning social services, but government agencies do not undertake commissioning in a structured and consistent way.

A key commissioning task is selecting the model for the delivery of

a service that best matches policy objectives, and the characteristics of the service and its intended clients. We identified seven service models currently used in New Zealand and elsewhere. Two of these, in-house provision and contracting out, are dominant in New Zealand. Considering a wider range of models increases the likelihood of a better match, and better outcomes for clients. Managed markets, trust, shared goals, vouchers and client-directed budgets can be effective in the right circumstances.

Commissioning tasks also include the detailed design of services, such as determining client eligibility and service standards, the design of evaluation, and pricing. Commissioning organisations should guide service implementation and provide stewardship so that services are operating well, learning and innovating, and achieving their purpose. The Government should appoint a lead agency to promote better commissioning of social services. Commissioning organisations should actively build the required skills, capability and knowledge to lift the quality of commissioning.

Providers reported that contract terms and funding levels were not sufficient to allow them to make investments in staff training, information systems or innovation. Full funding is appropriate when governments are paying non-government organisations to deliver the Government's goals or commitments. Full funding should be set at a level where an efficient provider can make a sustainable return on the resources they use in providing the service.

### Build a system that learns and innovates

A system that learns needs to have clear goals, strong incentives and the flexibility to find, try out and spread new ideas. Designing the system and choosing service models to incorporate these features are key.

Giving clients and providers more decision-making authority and control over resources encourages innovation. A devolved system needs good information systems, and rewards for successful providers, to drive the spread of new ideas that improve client outcomes, and to close down or modify unsuccessful programmes.

The current evidence base for system-wide learning is weak and needs to be strengthened. Conventional evaluation of many social services is lacking, of poor quality or not used to improve decisions. Commissioning organisations should ensure that every programme is monitored and evaluated. Government-funded social services research and evaluation should be promptly published.



A system that learns needs timely, client-centred data and analytics to be available to decision makers throughout the system. Cost-effectively collecting, sharing and analysing data across the social services system will make it easier to design and commission effective services. Better information will also help target resources to where they make the most difference to improving people's lives.

Confidence and trust in the sharing of personal data is crucial. Government and non-government organisations should work together to develop and implement protocols for data privacy and security. The work of the New Zealand Data Futures Forum provides useful guidance. The Social Sector Board should be responsible for social sector data integration, which should include the design of institutions and processes to progressively develop a comprehensive, wide-access, client-centred data network.

## Make smarter investments

Well designed and targeted early interventions can help reduce or prevent worse consequences at a later date. The Government's Investment Approach is an attempt to make social services more effective through better targeting of interventions. It aims to reduce long-term spending by providing well-targeted employment and related services to the people who receive it. The approach should be further refined and applied more widely, both within the Ministry of Social Development and across other social service agencies.

## Improve system stewardship

Government has a unique role in the social services system. It is the major funder of social services, and has statutory and regulatory powers that other participants do not. The Government should take responsibility for system stewardship – maintaining active oversight of the system as a whole, clearly defining desired outcomes, prompting change when the system underperforms, and identifying barriers to, and opportunities for, beneficial change.

## Implementing change

While many of our recommendations would move control over relevant decisions further from central decision makers and closer

to clients, such devolution also requires change at the centre.

The Government should establish a small and cohesive *Ministerial Committee for Social Services Reform* to take responsibility for leading the Government's reform of the social services system. The Committee should give priority to developing and implementing a new model that improves outcomes for the most disadvantaged New Zealanders. The Government should establish a *Transition Office* to support the Committee.

The Social Sector Board should retain responsibility for ongoing stewardship functions that need co-ordination across agencies, including data sharing, setting standards, and improving commissioning and data-analysis capability. The Government should enhance Superu (the Social Policy Evaluation and Research Unit) to become an effective independent agency responsible for ongoing monitoring, researching and evaluating the performance of the social services system.

The Government has to demonstrate leadership in the things that only it can do as system steward. Yet, for reform to succeed, it needs to collaborate with and unlock the potential of the many leaders across the system.

## Our inquiry engaged widely

During the course of our inquiry, we released an issues paper (October 2014) and a draft report (April 2015); considered 246 submissions; and held more than 200 meetings with interested parties. We were impressed with the hard work, perceptive thinking and commitment of those who deliver social services to people in need. We acknowledge and thank those who participated in the inquiry, contributing enormously to our understanding of the issues and to our recommendations.

The **New Zealand Productivity Commission** – Te Kōmihana Whai Hua o Aotearoa – is an independent Crown entity. It conducts in-depth inquiries on topics selected by the Government, carries out productivity-related research, and promotes understanding of productivity issues.

The full report *More effective social services* is available at [www.productivity.govt.nz](http://www.productivity.govt.nz)

## Have a quick Legal Question? Google it!



Access to legal advice and information can be a time consuming process. It's proved to be an ongoing barrier to people in community managing to resolve their legal disputes in satisfactory ways since laws began.

"And this is just a quick question".

Law, like art, looks easy until you try to do it yourself. The internet has become the tool of choice in researching answers to legal questions, however, to do this successfully there are a number of questions to be considered during the research process.

Naming / framing the problem in a legal sense – is it a breach of contract / is it a tort/ is it a breach of administrative authority / is it a breach of statutory process / is it a breach of a statute / is it a wrong more generally defined in common law or equity?

Is there a legal remedy to this issue?

Where do I find them?

What processes are available to resolve the issue?

Are there any choices around this?

Looking up legislation is the start (if the situation is covered by it), but legislation is only ever the initial bare bones of an issue. There is an interpretative issue - how has the statute been used and applied in other situations – and will it help with how the legislation may be applied in this particular case. Case law fleshes out the legislation, and quite a bit of research may be required to find a case that supports your situation.

Case law also has its own rules relating to how it applies – the Courts have a hierarchy as to what decisions bind oth-

er decisions – unless they can be distinguished and therefore not applied to the facts of the current situation.

There are the skills involved in putting the story together – so that anyone hearing the story and making decisions about it, has a clear understanding what the legal issue is, what evidence can be shown to support the story as told, and what legal remedy is sought to resolve the situation, and why it should or should not happen.

There are rules around the kind of evidence that can be considered, and who can put statements or opinions forward. There are also rules governing the conduct of all those attending any formal hearings.

There are rules around timelines for information to be supplied.

Why bother?

Courts and other official determinative fora must take some care in making decisions that affect people's lives, and ensure that the information they have been supplied with is of a decent standard to be relied upon. Therefore a clear and informed fact situation, accompanied by a clear reasoned legal argument, and supported by solid evidence of acceptable standard, will go a long way to persuading and convincing the Powers That Be that your case is a good one, and that what you are seeking as a remedy is entirely reasonable, possible and allowable under law.

The alternative? Whimsical, arbitrary decisions made on flimsy gossip, or other excuse, and there would be nothing you could do about it. Welcome to the 'Game of Thrones'.

Get some good legal advice from the start - addition to looking it up on Google. It will be worth the effort.





BASE - the South Dunedin Social Sector Trial - has been in place since July 2013 and is one of 16 Social Sector Trials around New Zealand.

The Trial aims to improve outcomes for young people in Dunedin, working with a wide range of partners to improve attendance at school, reduce youth offending, reduce alcohol and drug use, and increase engagement in education, training and employment. A key aim of all the Trials is to strengthen co-ordination at every level of government and within the community. A Youth Action Plan has been developed with a range of actions aimed at improving the outcomes for young people aged 12 to 18 in South Dunedin. The employment initiatives have a wider age focus and work with young people up to the age of 24 in the wider Dunedin area. The Trial has developed a number of new approaches to tackle young people's unemployment including:

- Setting up a tracking system for secondary schools across Dunedin to follow up their school leavers and, where required, invite them back in for additional support and career guidance;
- Developing a programme with Otago University and Otago Polytechnic to support graduates who remain unemployed and those who didn't complete qualifications;
- Delivering the Base Camp programme for young jobseekers focused on health and fitness as well as career planning to get young people ready for work;
- Implementing Dunedin Youth Link, a trial youth employment hub which in just 6 months has had great results getting 230 young people into employment or training;
- Creating resources to help young people navigate the options available to them and develop a career path.
- Plans are underway to develop a PR campaign to encourage employers to create opportunities for young people, and create a One Stop Shop to provide employers with the resources and advice they need to do this.

BASE has established a multi-agency alcohol and drug reduction group to coordinate collaborative action, run information campaigns for parents and develop training for professionals working with young people, including school staff. These include:

- SACS (Substance and Choices Scale) training for professionals in a range of organisations working with young people;
- A network of Champions who will be skilled up to be a resource within their organisation and within the wider community on alcohol and drug issues;
- Development of a whole school professional development workshop to run on 17 November, to create a supportive school environment that aims to keep young people in school and deal with alcohol and drug issues in a supportive rather than punitive way;
- Development of the *No Safe Limit* website and Facebook page as a resource to help parents understand the effects of alcohol on teenagers, as well as helpful strategies and advice to help keep their children safe.

BASE has established additional supports for young people leaving Alternative Education (a programme for young people who disengage from mainstream education) to help with career planning. The Trial has also introduced a service to help families to address barriers that may be affecting their children's attendance at school.

BASE also runs programmes for young people in South Dunedin to help build their resilience and self-esteem. *Aspire* matches school children to University student coaches to provide them with positive experiences of what tertiary education can offer. The *Rangatahi Fitness Leadership Programme*, led by police staff, offers positive mentoring and health and fitness sessions to year 8 students to help them develop a healthy attitude to school and understand the value of a healthy lifestyle.

BASE produces monthly articles for the Star's *Bringing up Teens* page, which provides advice and information to parents of teenagers on a wide range of issues. A *PhotoVoice* project is underway to hear the views of young people in South Dunedin, and find out how they experience living in their community.

*Vision:*  
*Our young people feel*  
**valued**  
*in their community*  
*and have the*  
**support**  
*to reach their full*  
**potential.**

More information about the Social Sector Trials generally, and about BASE specifically, including summaries of work undertaken to date, can be found at:

<https://www.msd.govt.nz/social-sector-trials>

BASE Facebook page:

<https://www.facebook.com/SDSST>

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## COMMUNITY-LED DEVELOPMENT: LEADING POSITIVE CHANGE

One day community development facilitation  
training workshop with Peter Kenyon from the  
Bank of IDEAS

[www.bankofideas.com.au](http://www.bankofideas.com.au)



Peter Kenyon is a social capitalist and community enthusiast. Over the last three decades he has worked with over 1600 communities throughout Australia and overseas seeking to facilitate fresh and creative ways that stimulate community and economic renewal. He is motivated by the desire to create healthy, caring, inclusive, sustainable and enterprising communities and local economies.

- \* **INSPIRE** COMMUNITY-MINDED CITIZENS TO ACTION
- \* **CONNECT** WITH OTHER COMMUNITY LEADERS
- \* **ENGAGE** IN NEW IDEAS
- \* **LEARN** THROUGH SOCIAL, ECONOMIC  
AND ENVIRONMENTAL INITIATIVES



**Save The Date:** 18 November 2015 (Wednesday)

**Time:** 9am-4pm

**Venue:** Burns Hall, First Church

**Registration:** Please Contact Noora Frantz ([nooraf@psotago.org.nz](mailto:nooraf@psotago.org.nz)) 03 4700841  
<http://tinyurl.com/pqd4aut>

Organised by  
**Community Builders  
Dunedin**

Sponsored by  
**OTAGO  
Community Trust**

Supported by  
**Greater Green Island  
Community Services**

# Dunedin Community Christmas Dinner

Are you expecting to be alone on Christmas Day?  
Please join us for a delicious  
free Christmas dinner and great music.

**Venue: Dunedin Town Hall - Dec 25th - 11:30am**



**Website for booking and information: [tiny.cc/dinner](http://tiny.cc/dinner)**

**Enquiries to Council of Social Services - phone 471 6150**

**Booking advised - No alcohol served or permitted**



**Hosted by Acts of Kindness Charitable Trust**








Andrea Hudson Design



**DUNEDIN COUNCIL OF SOCIAL SERVICES**  
*Helping communities help themselves*

## AS A MEMBER

### YOU RECEIVE

-  Organisational support, we employ experienced staff with knowledge of the issues you might face.
-  Cut price printing and photocopying
-  Discounted administration services, including payroll and accounts
-  Promotion of your training, news and events through our extensive network of contacts
-  Access to our exclusive Non Profit insurance
-  The option to receive paper copies of Newslink
-  A say in how DCOSS is run and a vote at our Annual General Meetings

### YOUR MEMBERSHIP HELPS US PROVIDE TO COMMUNITY GROUPS



Support: guidance, advice & collaboration.



Communication: sharing information and creating networking and training opportunities.



Promotion: of the vital role that community groups play and of their concerns.

[cosd.org.nz/about/membership](https://cosd.org.nz/about/membership) | 03 471 6177 | [it@cosd.org.nz](mailto:it@cosd.org.nz)





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[alan@cossd.org.nz](mailto:alan@cossd.org.nz)*



DUNEDIN COUNCIL OF SOCIAL SERVICES  
*Helping communities help themselves*



Wishing you a Merry

CHRISTMAS

— From the Team at —

DCOSS

*Thanks for a great year, we  
look forward to working  
with you again in 2016!*



Information and articles in *Newslink* have been sourced from various providers. The views and comments made in articles are not necessarily those of Dunedin Council of Social Services.

Our members are invited to promote issues and events in the next edition of *Newslink*.

Please email your articles to [admin@cosd.org.nz](mailto:admin@cosd.org.nz) for consideration.